



DEPARTMENT OF THE NAVY
OFFICE OF THE CHIEF OF NAVAL OPERATIONS
2000 NAVY PENTAGON
WASHINGTON, DC 20350-2000

IN REPLY REFER TO

OPNAVINST 1601.7H
N3/N5
13 Jun 00

OPNAV INSTRUCTION 1601.7H

From: Chief of Naval Operations

Subj: NAVY CRISIS MANAGEMENT PROCEDURES AND ORGANIZATION

Ref: (a) Crisis Action Team Standard Operating Procedures
(b) CJSM 3430.01 Crisis Staffing Procedures of the Chairman of the Joint Chiefs of Staff
(c) OPNAVINST S8010.12F/MCO 8010.12 Naval Conventional Ordnance Operational Logistics Policy

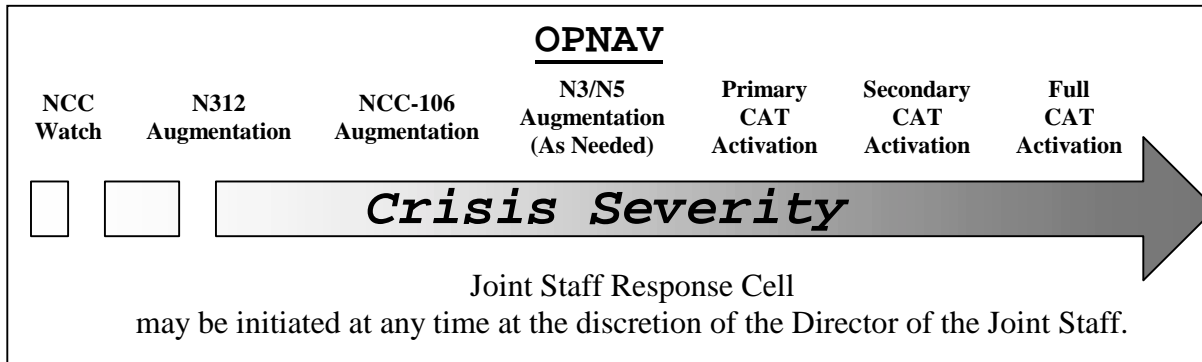
Encl: (1) Activation/Deactivation Procedures
(2) Sample Activation Message
(3) Sample Deactivation Message

1. Purpose. To prescribe the organization, responsibilities, duties, and procedures of the OPNAV Crisis Action Team (CAT) and staffing of the Joint Staff Crisis Response Cell/Team.

2. Cancellation. OPNAVINST 1601.7G. This instruction is a complete revision and should be read in its entirety.

3. Background. The Navy crisis action management procedures and organization provide the Chief of Naval Operations (CNO) and his staff with rapid and decisive command and control capability and coordinated military recommendations during crisis situations. With flexible staffing and augmentation from the Office of the Chief of Naval Operations (OPNAV) directorates and Naval Reserve forces, the CAT provides a single point of contact to assist in coordinating actions while allowing the existing Navy Command Center (NCC) Watch Team to focus on everyday operations. OPNAV may also be required to provide personnel augmentation in response to Joint Staff Crisis Response watch teams to ensure adequate Navy liaison between both staffs.

4. Policy. Initial response to a crisis situation will always be provided by the NCC Watch Team and members of the Current Operations Branch (N312). But as a crisis situation increases in magnitude, the Director of Operations and Interagency Support (N31) may elect to meet the need for increased staff participation through a "graduated response" as follows (Figure 1):



a. When the increase in activity is minor and expected to be transitory, increased reporting responsibilities will be met primarily through augmentation of selected Naval Reservists from NCC-106 as well as alternate N3/N5 Division personnel as needed and agreed upon by Division Directors.

b. When these developing crises require even greater attention, N31 shall recommend to the Assistant Deputy Chief of Naval Operations (Plans, Policy and Operations) (N3/N5B) the activation of the Primary CAT. As the level of activity becomes even more significant and likely to continue for a protracted period, it will be further necessary to augment the CAT watch structure to include representatives from other Navy offices. In such cases, and to the degree necessary, N31, by direction of N3/N5B, will order this expansion.

5. Organization

a. Primary CAT organization and manpower needs will be at the discretion of N31. Since watchstanders may fluctuate to fit the scenario, N31 will assign N3/N5 personnel and/or selected reserve personnel in meeting operational demands.

b. If significant activity mandates increased OPNAV response, the Secondary CAT organization will be initiated and organized into a minimum of two sections, each comprised of the minimum following billets:

CAT Watch Captain	CAPT
Operations Officer	CDR/LCDR/LT
Logistics Officer	CAPT/CDR/LCDR
Administrative Assistant	PO1/PO2

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This organization is based on the anticipated need for operational, joint and logistical expertise beyond that in the N3/N5 organization. (Logistics Officers may stand their watches in the Logistics Crisis Action Cell (LCAC), and will be on call to the CAT.)

c. If the need for further expertise is justified, the CAT will be fully implemented with representatives from the major offices within OPNAV, Headquarters Marine Corps, Coast Guard and Military Sealift Command (MSC) as described in the table below.

TABLE 1

Position	Rank	A	B
CAT Watch Captain (CWC)	O-6	N51	N52
Deputy CAT Watch Captain (DCWC)	O-5	N31	N51
N3	O-3/4/5	N312	N34
Admin	E-5/6	N52	N3/N5C
Manpower	O-4/5	N1	N1
Intelligence	O-3/4	N2	N2
Logistics	O-4/5/6	N4	N4
Command and Control	O-4/5	N6	N6
Expeditionary Warfare	O-4/5	N85	N85
Surface Warfare	O-4/5	N86	N86
Submarine Warfare	O-4/5	N87	N87
Air Warfare	O-4/5	N88	N88
Public Affairs	O-4/5	N09C	N09C
Naval Medicine	O-4/5	N093	N093
Reserve Affairs	O-4/5	N095	N095
MSC Liaison	O-4/5	MSC	MSC
USMC Liaison	O-4/5	HQ USMC	HQ USMC
USCG Liaison	O-4/5	HQ USCG	HQ USCG

Notes:

1. BUPERS Emergency Response Cell (ERC) will be activated at the discretion of the Chief of Naval Personnel
2. NCC Intel Plot (IP) will be augmented to support the CAT as required by Director of Naval Intelligence
3. The Logistics Crisis Action Cell (LCAC) will be activated at the discretion of the DCNO, Logistics.

d. Certain operations or Small Scale Contingencies (SSCs) may require specific coordination with N411 and/or Deputy Commandant of the Marine Corps (ASL) for ordnance sourcing policy issues per reference (c).

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e. Some crises will not require a 24-hour watch; however, provisions must be made to accommodate continuous manning. N31, in consultation with N3/N5B, will make the final determination in such cases and make every attempt to minimize CAT manning on the ongoing daily operations within OPNAV.

f. Per reference (b), OPNAV may also be required to provide a liaison action officer to the Joint Staff in response to the activation of a Joint Staff Response Cell (JSRC). Individuals fulfilling this role will normally be required to stand 12-hour watches and must have a SCI/TK clearance level. These watches will be manned from the pool of SCI/TK Action Officers within N3/N5 and allocated on a fair share basis among the N3/N5 Divisions by the percentage of SCI/TK billets within that given Division. NCC-106 Reserve personnel may also be available. However, N3/N5 personnel should plan to fill the Joint Staff billets for at least the first 14 days of any contingency.

6. Responsibilities

a. Deputy Chiefs, Directors and Special Assistants will establish and maintain recall procedures to ensure availability and notification of personnel required to man the CAT.

b. Personnel notified of CAT activation and directed to report for duty will do so with the least practicable delay.

c. When the CAT is activated on a 24-hour basis, CAT members will report to the NCC at least 30 minutes prior to their shift (normally 0700 and 1900) to provide for an orderly turnover. After each off-going position conducts a turnover with their oncoming relief, the off-going CAT Watch Captain (CWC) will brief the entire oncoming team.

d. N312 will act as the Senior Watch Officer in all matters pertaining to the CAT and is responsible for the formal activation/deactivation. These duties may be delegated to the CWC or Navy Department Duty Officer as needed. Enclosures (1) through (3) provide guidelines and sample message traffic for these procedures.

e. NCC-106 will review and update reference (a) on a yearly basis.

7. Command Relationships

a. The CWC reports to N3/N5B on all operational matters and to N312 for administrative support. The NCC Watch Officer and CWC will keep each other informed for watchkeeping continuity. The CWC also coordinates with the CNO Intelligence Plot watch on matters that support the collection, evaluation, and dissemination of information pertinent to the crisis situation.

c. The Navy Liaison Officer to the Joint Staff Response Cell will effect liaison and coordination with the CAT as appropriate.

d. During the watch cycle, the N-code/office watchstanders will be responsive to the tasking of the CWC by:

(1) Ensuring that responsibility for completion of the staff action is fixed within their N-code/office; and that required coordination and appropriate level of approval is obtained.

(2) Following-up on status of action and report completion to the CWC.

(3) N-codes not represented on the watch team shall identify their point of contact and document in writing to the CAT with appropriate 24-hour phone numbers.

8. Concept of Operations. The CAT will normally operate in the Crisis Action Center (CAC) utilizing the CAT Standard Operating Procedures (reference (a)). The CAT is tasked with the following functions:

a. Timely response to requests from higher authority for information including U.S. Naval Forces readiness and capabilities.

b. Coordination of well-considered recommendations in response to requests for options and courses of action from higher authority including requests from the Joint Staff CAT.

c. Completion of special actions as directed by N3/N5. This may include the preparation of a daily or periodic CNO SITREP to designated OPNAV staff.

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9. CAT Personnel Qualifications. To ensure that the CAT can function as an effective entity, the following qualifications, with respect to experience and security clearances, are established for watch personnel:

a. All officers and civilians assigned must possess a broad knowledge of the Navy Staff organization, with experience in working with the Joint Staff highly desirable. A minimum of 6 months of Navy Staff experience is recommended before assignment to the watch bill.

b. All personnel assigned to the CAT watch bill should have at least a TOP SECRET clearance. All personnel assigned to Joint Staff Response Cell must have final SCI/TK access and be placed on the JCS CAT access roster.

10. Training. All personnel designated as CAT watchstanders will receive indoctrination training from N31. Training will include Navy Crisis Management organization, NCC setup and communications capabilities, and Joint Staff coordination procedures.

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Operations (Plans, Policy,
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MARCORPS PCN 71000000000 and 71000000100

CAT ACTIVATION PROCEDURES

Although each crisis scenario is different and requires unique action and staffing by all CAT participants, certain CAT procedures can be outlined to assist assigned team members. The following are not all-inclusive and should be supported by individual position checklists to meet specific contingency requirements.

1. When directed by the DCNO, Plans Policy and Operations, N3/N5, the Navy Department Duty Officer (NDDO) will initiate recall of CAT as directed.
2. Continue to update CAT roster/duty schedule.
3. Recall CAT members until all are accounted for.
4. Transmit CAT activation message (Enclosure 2).
5. Prepare message books for key personnel and have desk officers prepare journals, establish suspense logs, telephone conversation logs and outgoing message suspense logs.
6. Notify communications center, if applicable, that a CAT is activated and provide message distribution requirements to include copies required and message routing by subject and/or originator to the N3/N5 CAT Bulletin Board.
7. Establish time and requirements for briefings and reports.
8. Ensure necessary OPLANS/CONPLANS, SOPS, Joint Publications and telephone directories are available. Update as required.
9. Conduct situation update briefing for the CAT. Briefing should be given by the CAT Chief and should cover situation, intelligence, communications and required actions.
10. Establish communications (including teleconferences) with key players, components, Joint Staff and any others as required.

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11. Establish procedures for accountability, control, handling and destruction of classified materials.
12. Coordinate with the Joint Action Control Office (JACO) to determine administration of actions.
13. Prepare information for daily SITREP.
14. Read personnel into compartmentalized programs as required.
15. Notify LCAC, BUPERS ERC, and CHINFO of CAT activation.
16. Administrative logistics (coffee, office supplies).
17. Coordinate with N31 Reserve Liaison for NR NCC-106 augmentation of CAT.
18. Establish Navy Lesson's Learned procedures.

DEACTIVATION PROCEDURES

1. Notify key players (Joint Staff, CINCs, and Component Commands) as required that the CAT will de-activate. Provide emergency phone numbers for POCs as required.
2. Forward/divert telephones to the Watch Team, as appropriate.
3. Ensure classified material is accounted for (placed in safes) or properly destroyed (burned or shredded) and documented.
4. Notify LCAC, JSRC, and BUPERS ERC of CAT deactivation.
5. Send CAT deactivation message enclosure (3).

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SAMPLE CAT ACTIVATION MESSAGE

CLASSIFICATION (USUALLY SECRET) XXX (BASED ON CLASSIFICATION)
R1302231

FM CNO WASHINGTON DC//N3/N5//

TO XXXXXXXXXXXXX

CLASSIFICATION (USUALLY SECRET)

OPER/(NAME OF OPERATION)//

MSGID/GENADMIN/CNO/N3//

SUBJ/CNO CRISIS ACTION TEAM ACTIVATION//

REF/A/OPNAVINST 1601.7H//

REF/B/

REF/C/

NARR/REF A IS OPNAVINST OUTLINING OPNAV CRISIS MANAGEMENT
ORGANIZATION/

POC/LT GIDEON MANTHORPE/N312C3/-/-/TEL:DSN 225-2050

/TEL: COMM (703) 695-2050//

RMKS/1. (X) IN VIEW OF THE CONTINUING DETERIORATION OF THE
SITUATION IN - CNO CRISIS ACTION TEAM (CAT) ACTIVATED EFFECTIVE
XXXXXXZ XXX 9X. THE CAT WILL BE ESTABLISHED AT THE NAVY COMMAND
CENTER (NCC), PENTAGON ROOM 4D624 AND WILL BE STAFFED 24-HOURS PER
DAY.

A. TELEPHONE NUMBERS:

CAT WATCH CAPTAIN	DSN	COMM
DEPUTY CAT WATCH CAPTAIN	DSN	COMM
CAT OPERATIONS	DSN	COMM
CAT LOGISTICS	DSN	COMM

FAX (UNCLASS) DSN COMM

FAX (SECURE) DSN COMM

B. EMAIL

CAT WATCH CAPTAIN

DEPUTY CAT WATCH CAPTAIN

2.(X) TASKING FOR EACH OPNAV DIRECTORATE IS TO PROVIDE XX LNO'S
(FOR 24 HOUR OPERATIONS IN THE CAT) TO CNO (N3/5) NLT XXXXXX.
CONTACT LT MANTHORPE OR NAVY DEPARTMENT DUTY CAPTAIN FOR
INFORMATION.

3.(X) TO BE ADDED AS A PARTICIPANT, CONTACT THE CNO CAT.

4.(X) COMPONENTS PARTICIPATING IN XXXX WILL SUBMIT COMPONENT
SITREPS TO CNO N3/5 NLT XXXXXXXX DAILY BEGINNING XXXXXXXXXX.

BT

DECL ON: X4//

Enclosure (2)

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SAMPLE CAT DEACTIVATION MESSAGE

CLASSIFICATION (USUALLY SECRET) XXX (BASED ON CLASSIFICATION)
R1302231
FM CNO WASHINGTON DC//N3/N5//
TO XXXXXXXXXXXX
CLASSIFICATION (USUALLY SECRET)
OPER/(NAME OF OPERATION)//
MSGID/GENADMIN/CNO/N3//
SUBJ/CNO CRISIS ACTION TEAM DEACTIVATION//
POC/LT GIDEON MANTHORPE/N312C3/-/-/TEL:DSN 225-2050
/TEL: COMM (703) 695-2050//
REF/A/OPNAVINST 1601.7H//
REF/B/
REF/C/
NARR REF A IS OPNAVINST OUTLINING OPNAV CRISIS MANAGEMENT
ORGANIZATION. REF B IS CNO MSG ACTIVATING THE CRISIS
ACTION TEAM/
POC/
RMKS/1. (X) CNO CRISIS ACTION TEAM (CAT) DEACTIVATED EFFECTIVE
XXXXXXZ XXX 9X
BT

Enclosure (3)